

**DEVELOPMENT OF A JOB DESCRIPTION FOR THE POSITION OF CHANDLER
FIRE DEPARTMENT BATTALION CAPTAIN**

Strategic Management of Change

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ABSTRACT

The problem addressed was the lack of a job description for the position of Battalion Captain with the Chandler Fire Department. The purpose of the research was to produce this job description. The action research method was used to answer the following questions:

1. Do other fire departments have an official job description for the position of Battalion Captain?
2. What professional responsibilities do other fire departments consider important for the position of Battalion Captain and what aspects do the members of the Chandler Fire Department consider important for this position?
3. What should the job description for the position of Battalion Captain with the Chandler Fire Department include?

The procedure section of the project entailed data collection, refining available data and defining ambiguous terms. Job descriptions for the position of Battalion Captain were obtained from other fire departments. A search was initiated at the Learning Resource Center of the National Emergency Training Center. In addition, fire chiefs from around the country were polled during the author's attendance at the National Fire Academy's Strategic Management of Change course in July 2001. Further information was gathered on-line, using various Internet search engines. Specific attention was paid to the criteria different departments used to formulate job descriptions, as well as the job descriptions themselves. These data provided the basis for creating the Chandler Fire Department's job description.

After a full review of research items, the author determined that the job description for the position of Battalion Captain with the Chandler Fire Department should be most consistent with that of the City of Phoenix Fire Department (2001). The project outcome was limited by the lack

of empirical data involving the effects of a written job description on an employee and the organization.

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INTRODUCTION

Job descriptions provide the concrete guidelines necessary to ensure an employee's achievement and success in the workplace. These guidelines serve as a map followed by both the employer and employee when reviewing his/her performance. The job description also provides a uniform gauge for comparing employee efforts to functions that are necessary for job maintenance and promotion.

If there is no written job description available, an employee might find it difficult to identify the specific functions he/she needs to perform to maintain his/her job, achieve success in the workplace, and qualify for promotion. Without the uniform gauge provided by a job description, the employer might find it difficult to fairly evaluate the work of one employee in comparison to others assigned to the same position. Furthermore, in today's litigious society, it is incumbent upon employers to maintain specific job descriptions and performance criteria as a line of defense against legal actions.

The intent of this research project was to prevent these types of problems from occurring at the Chandler Fire Department by addressing the lack of a job description for the position for Battalion Captain within the department. The following questions were answered using the action research method:

1. Do other fire departments have an official job description for the position of Battalion Captain?
2. What professional responsibilities do other fire departments consider important for the position of Battalion Captain and what aspects do the members of the Chandler Fire Department consider important for this position?

3. What should the job description for the position of Battalion Captain with the Chandler Fire Department include?

BACKGROUND AND SIGNIFICANCE

The City of Chandler is one of the fastest growing communities in the nation. Since 1990, Chandler's population has grown from 89,000 to over 190,000. The city's planning area covers 71.5 square miles, 60 percent of which is undeveloped. Chandler is a family oriented community with a growing industrial base supported mainly by the semiconductor industry and a rapidly growing commercial market.

The Chandler Fire Department was established on June 22, 1937. At that time it consisted of 10 paid firefighters and a small volunteer force. Currently, Fire Chief Jim Roxburgh heads the department, which is organized into three divisions: Operations, Administration, and Prevention. There are 163 full time employees, 140 of whom are sworn. Six stations house seven engines, two ladders, one brush truck, one hazardous materials/tactical rescue response vehicle, and two chief's vehicles.

An Assistant Chief or the Fire Marshall manages the three divisions of the fire department. A three-shift platoon system provides 24-hour staffing. A captain manages each company. At present, nine Battalion Chiefs occupy six administrative and three line positions. The three line positions are assigned a Battalion Captain, an officer who has successfully completed the testing process for Battalion Chief. The Battalion Captain is the only position for which there is no formal job description or testing process.

Firefighting has been described as "one of the nation's most hazardous occupations" (IOCAD Emergency Services Group, 1999, p. 1). The position of Battalion Captain has a direct impact on the safety of the citizens of Chandler and on the future of the fire department.

The Chandler Fire Department only recently recognized the need for a Battalion Captain. With the advent of the Incident Command System (ICS), the magnitude of stress placed on an Incident Commander was apparent. It has been stated that the “Incident Commander has the most stressful job in America, second only to that of the President of the United States” (Varone, personal communication, June 22, 2001). The need for the Battalion Captain position was presented to the Chandler City Council. The Strategic Management of Change curriculum was referenced (2001), but the analysis phase fell short. Without a written job description for the position, the planning phase was initiated.

The Battalion Captain position has been implemented. Although not yet official, the duties of this position are paramount in the day-to-day management of personnel. The Chandler Fire Department’s five-year plan includes a second battalion of 80 firefighters in four new station houses. The commanding Battalion Chief and Battalion Captain will manage six stations, nine frontline apparatus, 10 captains, and 43 line personnel. The Battalion Captain will be instrumental in emergent, administrative, and ancillary operational duties.

Of the 12 main fire departments in the Phoenix metropolitan area, five have Battalion Captains. Although they differ somewhat according to their specific needs, four of these five departments have official job descriptions; the Chandler Fire Department does not. Because the department is nationally accredited, this new job description will be continually reviewed and updated. Other departments in the Phoenix area are considering incorporating the Battalion Captain position. The advent of Chandler’s Battalion Captain job description is expected to assist these other departments.

It was the intent of this project to identify fire departments that currently have the Battalion Captain position, current job descriptions, and the need for maintaining both in the dynamic field

of firefighting. The goal was in keeping with the intent of the National Fire Academy's Executive Fire Officer Program, which is designed to facilitate research that enhances existing fire service data by encouraging fire officers to pursue areas of legitimate inquiry.

LITERATURE REVIEW

A review of literature was conducted to provide support for the assumption that there should be a job description for the Battalion Captain position, and to identify criteria to be used in formulating the Chandler Fire Department's job description for Battalion Captain. Protection from potential litigation and ensuring proper span of management for a given position were identified as two major reasons for using job descriptions. These reasons will be discussed first, followed by a discussion of the criteria to be used in formulating the Battalion Captain job description.

In today's litigious society, employers must be cognizant of ever changing labor laws. The City of Chandler has explicit procedures for performance appraisal; however, without a job description, the procedure itself is open to litigation. Szilagyi and Wallace (1987) described this concept as follows:

Organizations are finding in courts of law that they no longer can afford to assume everything is well with their performance appraisal procedures. Since the mid-1970's, litigation involving employment discrimination under Title VII of the 1964 Civil Rights Act has moved into the performance appraisal arena. Over twenty-five major cases involving performance appraisal had reached the U.S. District Court level by the early 1980's. This was a major departure from the types of cases historically heard, in which selection procedures (especially employment tests) has been questioned, for example. In the earlier

cases the issue had been narrow: had a person in a protected group under Title VII (determined by race, color, national origin, religion, or sex) had been denied employment because of a faulty test or other selection procedure?

Whenever any kind of employment decisions are based on performance appraisal, the employer must ensure that groups protected under Title VII (and related fair employment practices regulations) are not adversely affected or be ready to defend the job-relatedness of the performance appraisals if adverse impact occurs.

In several performance appraisal cases, the courts concluded that personnel decisions (for example, layoffs and promotions) made about protected group members on the basis of performance appraisal data resulted in discrimination against them in violation of Title VII. Specifically, the courts ruled discrimination occurred when adverse impact was created (majority group members were promoted at a greater rate or laid off at a lower rate than minority group members) and the adverse impact could not be justified because the employer has failed to establish the validity or relevance of the performance appraisal data to the promotion and layoff decisions (p. 419).

Szilagyi and Wallace (1987) also reviewed the decision in *Wade v. Mississippi Extension Service*, where the issue was pay for performance. In this case, the employer (Mississippi Extension Service) based pay raises on the results of performance appraisals. Employees with higher performance ratings received higher raises. The problem was that the employees' performances were being appraised without any formal information about the jobs to which those employees were assigned. For this reason, the Mississippi Extension Service lost the case.

Another important reason to have a job description has to do with span of management. Stoner and Wankel (1986) defined span of management as the number of subordinates who

report directly to a given manager. “Early writers attempted to establish a universal rule concerning how many subordinates a manager could supervise, but today we recognize that the optimal number of subordinates varies with the situation. An inappropriate span of management may adversely influence productivity, costs, and efficiency” (p. 289).

In Chandler, the Battalion Chief and Battalion Captain currently manage 43 firefighters, nine captains, six stations, and nine apparatus. They must direct these resources on a daily basis to ensure that fire operations, emergency medical services, special operations, fire prevention, safety and wellness, public information and educations, training, and records management are all accomplished efficiently and that a high quality of service is maintained. With no job description, it is difficult to assess whether or not this span of management is appropriate for the Battalion Captain.

What criteria should be used to develop a Battalion Captain job description? To answer this question, existing Chandler Fire Department documents were first reviewed. The document (Appendix A) that was used to present the request for a Battalion Captain position to the Chandler City Council in 1999 reads, in part, as follows:

In the Fire Department chain of command, the shift Battalion Chief performs a critical role. That person is a direct link to the Captains, and firefighting crews, and is responsible for Department resources during their tour of duty. After normal duty hours, on holidays, and on weekends they are the highest ranking Chief and are responsible for the community’s well-being. With the tremendous growth of the city, including major industrial facilities, and additional mandated firefighter safety requirements, the shift Battalion Chief’s job has become more complex (p. 1).

The document suggests the following responsibilities for a Battalion Captain:

- Coordination of all shift training activities.
- Respond to citizen inquiries and complaints.
- Coordinate daily staffing issues.
- Provide shift coordination of supplies, maintenance, and apparatus.
- Fill in for Battalion Chief during his absence.
- Transport Battalion Chief Code 3 (lights and siren) to scenes.
- Increase safety factor during response.
- Allow Chief to plan/focus on incident, rather than driving.
- Provide pre-arrival site survey review.
- Assist Battalion Chief with establishing initial command.
- Fill the role of Incident Safety Officer at the discretion of the Battalion Chief.
- Manage/perform cause and origin investigation of fires (p. 1).

Using this information as a guideline, this portion of the research was organized into three categories: (a) operational, (b) administrative, and (c) ancillary job descriptions.

Operational Job Description

The onset of an emergency situation is not the time to invent policy or act impulsively. Getting to an emergency scene safely is as important as managing the incident. Command functions can take place en route to the incident. The area of operations is paramount to the Battalion Captain job description.

The incident scene is intense and dynamic. As the scene evolves and inevitabilities mount, the Battalion Chief or Incident Commander can become overloaded and overwhelmed. He or she must manage information, assign companies, maintain and update tactical paperwork, plan and forecast, call additional resources, monitor radio communications, and field any unexpected

complications. These actions must occur at the same pace as the incident develops. The National Fire Protection Agency (NFPA) Standard 1710 A Decision Guide, 2001, sets fire ground tasking minimums for staffing levels, and identifies an aide specifically dedicated to the Incident Commander (p. 50). The draft for NFPA 1710 (2000) states clearly that “[s]upervisory chief officers shall have staff aides deployed to them for purposes of incident management and accountability at emergency incidents” (p. 342). The City of Chandler Operations Budget Request (1999) also discusses the importance of a Battalion Captain as follows:

The first several minutes commanding an emergency scene are very intense. There are numerous radio transmissions that must be followed as well as getting the plan into action. The Battalion Captain will assist the Battalion Chief with these duties until the command system is in place and running. Currently another Chief Officer either on days or off duty responds to assist with these duties. With the installation of the computerized command module, a second person to assist the Battalion Chief is felt to be vital at the onset of the incident (p. 3).

The Phoenix Fire Department (Appendix F) defines and assigns the following tasks to a Battalion chief aide called a Field Incident Technician:

- Be familiar with first due area or ask Battalion Chief for routing assistance.
- Position Command Vehicle at emergency scene that gives the best and safest view of the scene without obstructing other emergency apparatus.
- Maintain awareness of staged companies, responding companies, and additional resources which may be needed and assigned companies.
- Initiate and maintain tactical worksheets when necessary or requested.
- Assist Battalion Chief with radio and MDT communications.

- Perform reconnaissance and give progress report to command or assigned sector.
- Assist Battalion Chief with sector duties when assigned.
- Gather information and complete Fire, EMS, and Hazardous Material Incident Evaluations under the direction of the Battalion Chief.
- Video tape or photograph incidents and activities when time is available to do so.
- Operate CO meters on all fire and other necessary calls.
- Be knowledgeable of all Section, Branch, Sector and Accountability duties that may be necessary and used in emergency situations. Be capable of serving as Accountability Officer in initial stages of incident if necessary (p. 6).

The City of Tempe Fire Department (Appendix C) discusses the emergency functions of the Battalion aide or Field Incident Technician. These functions are:

- Assume initial responsibilities of support officer, assume incident safety officer assignments as directed, assume sector responsibilities, or carry out other assigned functions as determined by command.
- Track all aspects of an emergency incident through personnel accountability, drawing, mapping, tactical worksheet, and use of MDT.
- Accompany and support Battalion Chief when he is assigned as sector officer.
- Research information at emergency incidents such as floor plans, hazardous materials information, resources, etc. perform reconnaissance at incidents as directed to confirm apparatus placement and exposures (p. 1).

The City of Glendale Fire Department (2001) (Appendix D) states that the Battalion Chief aide, or Incident Safety Officer, must have the ability to “analyze emergency situations quickly and correctly and take an effective course of action” (p. 2).

The City of Peoria Fire Department (Appendix E) echoes many of the above stipulations for its Battalion Support Officers, and specifies:

- Assume Incident Commander's role and functions.
- Serve as liaison with Police Department on scenes.
- Serve as an Emergency Public Information Officer.
- Operate tactical radio channel (p. 1).

The mission statements of fire departments around the country emphatically dictate emergency response. The Battalion Captain's job description must include emergency contingencies in order to meet the goals of the city's mission statement and to be in compliance with national standards.

Administrative Job Description

The Battalion Chief spends the bulk of the workday with administrative duties, managing people or divisions. Supervisory interventions have a direct effect on firefighter morale, and, when accurate, reinforce and reflect the fire department's mission statement and goals. The literature review demonstrated the integral role the Battalion Captain can play within the chain of command. The job description for the Phoenix Fire Department (2001) states:

The Field Incident Technician is a position that requires interaction with the Battalion Chief in accomplishing battalion level duties. The Field Incident Technician will assist the Battalion Chief with routine station and apparatus inspections, distributing necessary forms, reports, and other information to companies within the District, evaluating fire companies during Minimum Company Standards, preparing critique packets and any other project that may be assigned by the Field Incident Technician's Battalion Chief. During weekends and holidays, the Field Incident Technician will be responsible for preparing the roll call for the

District (PAR), and completion of all necessary forms/reports to be forwarded to Payroll on the following Monday (p. 1).

The office duties for which Phoenix' Field Incident Technician is responsible are included in the same document.

Check Battalion office activity calendar for the following:

- Meetings.
- Critiques.
- Drills.
- Inspections (stations/apparatus).
- Any Battalion apparatus going out of service.
- Check for any pending reports using CAD terminal and contact companies when reports need to be entered.
- Notify Battalion companies of any scheduled or non-scheduled activities or training for the day.
- Send in exception reports via CAD when necessary before 0700 on the off-going morning.
- Be thoroughly familiar with completion of all PFD forms.
- Assist Battalion Chief with any special projects, preparation of critiques, revision of any procedures, and any other special training in the Battalion.
- Assist Battalion Chief with any necessary move-ups, transportation arrangements for any meetings, manning problems, equipment needed, apparatus problems, etc., for Battalion Chief.

- Assist in completion of Fire, EMS, and Hazardous Materials Evaluation forms when necessary (p. 4).

In regards to the Battalion Captain position, the Chandler Fire Department's operations budget (1999) states that when citizen complaints are received they must be dealt with quickly and thoroughly. Requests for demos are increasing rapidly. Currently a clerk scheduled demos for the fire companies. With the dramatic increase in requests we are now faced with scheduling conflicts between the demos and training. The Battalion Captain will have a better handle on this area. (p. 2).

The Glendale Fire Department (2001) suggests their Incident Safety Officer "perform research, analyze findings, prepare administrative and write technical reports (critiques, vehicular accidents, etc.)" (p. 1).

The literature from the Peoria Fire Department (2001) listed the following duties for their Battalion Support Officers:

- Provide support for Fire Accreditation Program.
- Provide Battalion Chief with staff support in routine duties such as constant manning, daily scheduling, tracing performance appraisals, typing, record keeping, filing, etc.
- Maintain accepting reports to the Fire Chief.
- Act as quality advisor for teams.
- Quality Assurance evaluations of required reports.
- Manage stations' supply requests.
- Be a liaison to fill-in battalion Chief during Battalion Chief's absence.
- Coordinate Apparatus Maintenance Program for vehicles.
- Coordinate building and grounds maintenance program for stations.

- Coordinate hydrant inspection activity with companies.
- Coordinate building inspection activity with companies.
- Coordinate brush abatement survey activities with companies.
- Coordinate hose testing activity of companies.
- Assist in organizing and executing drills, critiques, pre-planning, classes, etc.
- Organize crew meetings.
- Assist with community involvement projects at stations.
- Schedule and coordinate department training for companies.
- Act as team leader for developing training topics.
- Coordinate and schedule Battalion level building preplans and familiarizations. (p. 1).

Ancillary Job Description

The responsibilities of the Battalion Captain are not solely operational or administrative. The position is flexible, allowing form to accommodate function. A wide array of crucial tasks falls within the purview of the position. Operating the Battalion Chief's response vehicle, while not the most important of these other functions, is certainly not the least. It is obvious after an analysis of the included text that the Battalion Captain is not just a chauffeur. Just as obvious is the fact that operating an emergency vehicle in a congested metropolitan area demands the full attention of the driver and not that of someone who is establishing routing, planning strategy, and interpreting reports from crews already on scene. The Chandler Fire Department's operations budget request (1999) emphasizes emergency driving, and states, "As the city continues to grow, getting to the incident is becoming a more difficult task. Negotiating through traffic is only part of the problem. Routing to the call is also increasingly difficult due to the size of the city and on-going road construction projects" (p. 2).

The Phoenix Fire Department (2001) states the Field Incident Technician must “know and adhere to Phoenix Fire Department Code 3 driving procedures” (p. 1). It also outlines the following Command Vehicle Equipment Duties:

- Update accountability passports.
- Change out turnout gear.
- Check SCBA air supply and operation.
- Check with off-going Field Incident Technician (FIT) for any vehicular or equipment problems.
- Check all battery-powered equipment.
- Check Mobile Data Terminal (MDT) for proper operations/sign on.
- Check worksheet supplies.
- Check, update and maintain various map books (p. 2).

The Peoria (2001) and Tempe (2001) fire departments also specifically designate the Battalion Captain as driver so that the Battalion Chief can manage the incident by radio until his arrival.

Another concern is incident safety. All the departments reviewed include an Incident Safety Officer (ISO) in their lists of standard emergency scene personnel. An incident Safety Officer in Glendale (2001) performs “emergency scene safety duties at fire, emergency medical, hazardous materials and other related emergency incidents,” as well as being a “member of the Safety Committee” who “researches, develops and implements safety programs” (p. 1). The Phoenix Fire Department assigns its Field Incident Technician to “assist the Battalion Chief in maintaining all Phoenix Fire Department safety policies and procedures” (p. 6).

The City of Chandler Fire Operations budget request (1999) states:

“The role of Safety Officer is imperative to be in accordance with National Fire Protection Association (NFPA) 1500 and 1521, National Fire Academy recommendations, and OSHA 1910.120 on Hazardous Materials incidents. The FIT will assume this role after Battalion Chief has the incident command system in place. This will insure that the department has an Incident Safety Officer on scene in a timely manner at all incidents” (p. 3). The document also directs the Battalion Captain to “perform cause origin investigations at all working fires. This will add continuity to the program, as well as ensure that an investigator is on the scene in a timely manner. This change is in accordance with recommendations in the fire mater plan performed by a consultant in 1993 (p. 3).

Another aspect of the Battalion Captain position is that of training. The Peoria Fire Department (2001) expects their Battalion Support Officer to “schedule and coordinate department training for companies, act as team leader for developing training topics, coordinate use of buildings for company drills, coordinate and schedule Battalion level building preplans and familiarizations” and “participate in physical training” (p. 2). The Glendale (2001) Incident Safety Officer is responsible for “regular training and program development meetings” (p. 1). Tempe Fire Department’s (2001) Field Incident Technician assists in “scheduling and coordinating training” (p. 1). The Phoenix Fire Department document (2001) states the Field Incident Technician shall “[a]ssemble all equipment for day’s activities (stop watches, forms, slide projector, etc.), check forms inventory and order when necessary, and update all Battalion volumes in Battalion library” (p. 4).

PROCEDURE

Definition of Terms

Accountability. “This is a procedure that identifies a system of incident site firefighter accountability. The purpose is to account for all firefighters at any given time, within a small geographic area, within the hot zone of an incident” (Phoenix, 2001, p. 1).

Battalion Captain. Assistant to the Battalion Chief. Also termed Battalion Chief Aide, Battalion Support Officer, Field Incident Technician, Incident Safety Officer.

Battalion Chief. Fire Ground Commander. The person who assumes overall command and control of personnel and apparatus at the emergency incident scene. This person operates at the strategic level.

Battalion Chief Aide. See Battalion Captain.

Battalion Support Officer. See Battalion Captain.

Branch. “The Branch level of the organization is designed to provide coordination between the Sectors and Command. Branch officers supervise and manage a number of Sector Officers, and report to the Incident Commander” (Phoenix, 2001, p.17).

Emergency Operations. “Activities of the fire department relating to rescue, fire suppression, emergency medical care, and special operations, including response to the scene of the incident and all functions performed at the scene” (NFPA 1710, 2001, p.340).

Field Incident Technician (FIT). See Battalion Captain.

Fireground Factors. “A list of the basic items that the FGC must consider when evaluating tactical situations” (Brunacini, 1985, p.254).

Incident Commander. “The fire department member in overall command of an emergency incident” (NFPA 1710, 2001, p. 340).

Incident Management System (IMS). An organized system of roles, responsibilities, and standard operating procedures used to manage emergency operations.

Incident Safety Officer (ISO). This position supports the Battalion Chief during an incident by taking responsibility for safety. For additional, see Battalion Captain.

Minimum Company Standards (MCS). A set of organized guidelines that have been established to increase the effectiveness of the firefighting team on the fireground.

Mobile Data Terminal (MDT). A computer terminal located in responding apparatus.

Operations Section. “This section is responsible for the tactical priorities, and the safety and welfare of all personnel assigned to this section” (Phoenix, 2001, p. 22).

Pre-planning. “Addresses vital fire protection concerns, such as: structure layout including access, contents, construction details, types and locations of built-in fire protection systems” (Phoenix, 2001, p.1).

Section. “Section Officers Assist the Incident Command Staff with the overall management of the incident scene and operate at the strategic level” (Phoenix, 2001, p.21).

Sector. “A smaller, more manageable unit of fireground command delegated by the FGC to provide management and command for specific functions or geographical areas of the fireground” (Brunacini, 1985, p. 256).

Span of Management. “The number of subordinates that report directly to a given manager” (Stoner & Wankel, 1986, p. 289).

Tactical Considerations. “Specific firefighting objectives that will present an unusually significant fire or life safety hazard when they are conducted in a fire or other emergency” (NFPA 1710, 2001 p. 340).

Tactical Worksheets. “A systematic approach worksheet that is designed to allow the Fire Ground Commander to have a standard way to write and record all important fire activities” (Brunacini, 1985, p. 256).

Research Methodology

The action-based research method was used to gather information to create a job description for the position of Battalion Captain for the Chandler Fire Department. Data was gathered from a variety of reputable sources.

Initially, job descriptions for the position of Battalion Captain within other fire departments were obtained. Searches were initiated at the National Emergency Training Center's Learning Resource Center, and on-line using internet search engines. While attending the National Fire Academy's Strategic Management of Change course in July 2001, the author interviewed fire chiefs from around the country. The goal of these efforts was to identify cities that employ Battalion Captains and have job descriptions for that position.

A second search was performed to determine those criteria deemed necessary for the Battalion Captain job description. In addition to a review of the literature, those members of the Chandler Fire Department who directly supervise or fill the position of Battalion Captain were interviewed (See Appendix H). Information gleaned from these sources was utilized to develop the actual job description for the position of Battalion Captain with the Chandler Fire Department.

Assumptions and Limitations

The author makes the assumption that the included body of literature is a comprehensive representation of what has been written for a Battalion Captain job description.

A limitation faced by the author is the lack of empirical data on the effect of a written job description on the employee, specifically employees in emergency service professions. This suggests an opportunity for future study.

RESULTS

Answers to Research Questions

1. Do other fire departments have an official job description for the position of Battalion Captain?

The author included five sources that describe the need for a written job description for positions within an organization. Appendices B, C, D, E, and F list fire departments that use Battalion Captains, as well as the job descriptions for this position.

2. What professional responsibilities do other fire departments consider important for the position of Battalion Captain and what aspects do the members of the Chandler Fire Department consider important for this position?

The author identified five fire departments that have job descriptions for the position of Battalion Captain. These documents delineate the specific responsibilities of this position. The Phoenix Fire Department Job Description (2001) emphasizes ancillary duties, as well as operative and administrative functions (Appendix F).

The Field Incident Technician is a position that requires interaction with the Battalion Chief in accomplishing battalion level duties. The Field Incident Technician will assist the Battalion Chief with routine station and apparatus inspections, distributing necessary forms, reports, and other information to companies within the district, evaluating fire companies during Minimum Company Standards, preparing critique packets, and any other project that may be assigned by the Field Incident Technician's Battalion Chief. During weekends and holidays, the Field Incident Technician will be responsible for preparing the roll call for the district (PAR), and completion of all necessary forms/reports to be forwarded to payroll on the following Monday (p. 1).

The City of Tulsa Fire Department (2001) states that Battalion Captains are, “under direction, responsible for the execution of specific duties intended to provide the department’s emergency response and district fire prevention activities to prevent and reduce the loss of life and property from the perils associated with emergency incidents” (p. 1). The job description defines specific details pertaining to emergency situations, pre-fire planning, training, and fire prevention activities. It identifies operational, administrative, and ancillary criteria (Appendix B).

The job description for the Tempe Fire Department (Appendix C) calls for the Field Incident Technician to perform emergency and routine duties. In an administrative role, these staff members “manage daily scheduling, constant staffing, special event staffing, vacation scheduling and record keeping for the assigned shift” (p. 1). Their ancillary duties include “complet[ing] daily check and maintenance of the command vehicle and related equipment” (p. 1).

The Glendale Fire Department (Appendix D), catalogs responsibilities for its Incident Safety Officers as essential functions. Glendale ISOs

- Perform research, analyze findings, prepare administrative and write technical reports (critiques, vehicular accidents, etc.).
- Research, develop, and implement safety programs (forms, procedures, etc.).
- Conduct personnel protective equipment and fire station safety inspections (p. 1).

This officer is also called upon to “act as team leader for developing training topics, and schedule and coordinate department training for companies” (p. 2).

The Peoria Fire Department (Appendix E) lists three major performance areas: Emergency Operations, Administration, and Department training. Following Peoria’s model, the present author developed Tactical, Administrative, and Ancillary duties for the Battalion Captain for the Chandler Fire Department.

To do this, the author formulated five questions (Appendix G) and conducted interviews with 12 personnel (Appendix H). These personnel either fill or directly supervise the Battalion Captain position. The three areas above were discussed, as well as experiential and educational requirements. The following dimensions were identified: serving as scribe, maintaining the response vehicle, deciding manning/staffing issues, determining shift training necessities, operating command, monitoring safety considerations, recording daily reports, maintaining personnel accountability, and filling the role of acting Battalion Chief.

Items for the City of Chandler Budget Request (1999), Appendix A, were researched and proposed by the Chandler Fire Department's senior staff. The document recognizes the Administrative, Tactical, and Ancillary areas of function, and calls on the officer to "manage/perform cause and origin investigation of fires" (p. 3) as well.

3. What should the job description for the position of Battalion Captain with the Chandler Fire Department include?

The review of literature determined the three wide-ranging spheres of function mentioned above. The research itself led to the formulation of Appendix I, which contains the job description for the position of Battalion Captain for Chandler Fire Department.

DISCUSSION

Regional standards for the various positions of Battalion Captain are documented in the appendices of this work. The City of Chandler's job description most closely resembles that of the City of Phoenix (Appendix F). It addresses the administrative, tactical, and ancillary arenas, and includes recommendations for both experience and education.

All cities included recognized the need for this position during emergency tactical operations. It is the author's opinion, however, that the administrative and ancillary functions are under-

valued. The vast majority of the Battalion Chief's shift revolves around management tasks. In keeping with the adage "two heads are better than one," the Battalion Captain position allows for a team management approach. The Battalion Captain acts as a support officer for the Battalion Chief on every front. With the advent of a specific description, the Battalion Captain is able to perform independently, organizing and coordinating routine matters, thereby freeing the Battalion Chief to deal with more urgent matters. This team system creates an augmented, more effective span of control.

The City of Chandler Fire Department is a nationally accredited agency. To retain this official recognition, policies and procedures, as well as job descriptions are reviewed annually. The process mandates that these documents are current and complete.

RECOMMENDATIONS

After careful review, the author recommends that the position of Battalion Captain with the Chandler Fire Department be consistent with that of the City of Phoenix Fire Department. The author believes that this job description is the most comprehensive and complete. In addition, the content and format are descriptive and easily followed.

The tactical section of the document will incorporate duties in bulleted form and will outline essential functions for Incident Command to be maintained effectively. The administrative and ancillary portions will be of similar format and will differentiate specific responsibilities within each area. The experience portion will inventory those career achievements necessary for wide-ranging operations.

It is recommended that readers refer to NFPA 1710 and **www.ICHIEFS.org** for further information. The National Fire Protection Association (NFPA) has a web site at **www.NFPA.com**. These organizations are recognized as leaders in the field of firefighting and

they constantly seek and catalogue innovative measures to aid in the forward movement of the profession.

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APPENDIX A

FY 1999 GAP Request
GENERAL FUND
FIRE OPERATION

REQUEST: BATTALION CAPTAINS (3)

DESCRIPTION

In the Fire Department chain of command, the shift Battalion Chief performs a critical role. That person is the direct link to the Captains, and firefighting crews, and is responsible for Department resources during their tour of duty. After normal duty hours, on holidays, and weekends they are the highest ranking Chief and are responsible for the communities well-being. With the tremendous growth of the City, including major industrial facilities, and additional mandated firefighter safety requirements, the shift Battalion Chief's job has become more complex. Currently there is a Battalion Chiefs assigned to each of three 24 hour shifts. A typical day includes:

Responding to multiple unit incidents to include; structure fires, multiple patient EMS, hazardous materials, and confined space rescues. Last fiscal year these incidents totaled 708 responses. Once on scene to one of these incidents the Battalion Chief is responsible for command of the incident, and the life safety of citizens and firefighters.

Daily supervision of eight companies (spring 1998). The Battalion Chief is responsible for supervision, guidance, and management of eight Fire Captains and 34 total personnel.

Manage records and reports for their assigned shift. Complete and accurate reports are very important. Currently the Computer Support Assistant is responsible for assuring that all reports are completed in CAD/RMS. The department does not have personnel do perform quality assurance checks on these reports. With the increase in lawsuits, a quality assurance program is necessary.

Provide supervision to assure that companies are properly staffed and that they participate in daily scheduled training and demo's.

On any working incident that requires two or more fire units, a Safety Officer must be assigned to the incident in accordance with National Fire Protection Association (NFPA) 1500 and 1521, OSHA 1910.120 on Hazardous Materials incidents, and National Fire Academy recommendations. The person assigned to this task is most often a Chief Officer that responds from either headquarters during the day , or home during the evening and weekends.

After all fires, the incident must be investigated to determine cause and origin. Company Officers perform this function on routine fires. The Fire Prevention Bureau provides a Fire Investigator for incidents where the company officer is unable to determine the cause and origin, or arson is suspected. The Fire Investigator responds from headquarters and is on call during the

evening hours and weekends. Last fiscal year the Fire Prevention Bureau provided 76 such investigations.

This request is to add three Battalion Captains (one for each shift) to serve as an "Assistant to the Battalion Chief", and will have both emergency and non emergency duties. This position is used in most cities throughout the valley. The City of Phoenix has used this position for 20 years.

Daily duties of the new positions will include:

- Coordination of all shift training activities
- Responding to citizen inquires and complaints
- Coordinating daily staffing issues
- Shift coordination for supplies, maintenance, and apparatus
- Filling in for Battalion Chief during his absence

Emergency Incident duties will include:

- Transports Battalion Chief Code 3 to scene
- Increases safety factor during response
- Allows Chief to plan/focus on incident, rather than driving
- Allows pre-arrival site survey review
- Assisting Battalion Chief with initial set-up of command
- Filling the role of Incident Safety Officer as Directed by the Incident Commander
- Manage/Perform cause and origin investigation of fires

WHY NECESSARY

There are many duties that this position will be required to complete both daily, and at emergency incidents. Each of the above mentioned duties will be explained individually.

Daily Duties

Coordination of all shift training activities-as the department continues to grow, assuring that all personnel receive required training becomes more of a problem. Getting all of the various companies to training on time and maintaining proper coverage for the Cities also difficult. State and federal training requirements must be met by all personnel on an on going basis. Part of the Battalion Captains job will be to assure that all personnel receive required training.

Responding to citizen inquires and complaints- the department receives very few complaints, and inquires. However, when they are received they must be dealt with quickly, and thoroughly. Requests for demos are increasing dramatically. Currently a clerk schedules demo's for the fire companies. With the dramatic increase in requests we are now faced with scheduling conflicts between the demo's and training. The Battalion Captain will have a better handle on this area.

Coordinating daily staffing issues-staffing of a fire department is a major undertaking due to minimum manning requirements. The Battalion Captain will be responsible for assuring that proper staffing is maintained for his 24 hour duty day, as well as the initial staffing for the on coming shift.

Shift coordination for supplies, maintenance, and apparatus- the Battalion Captain will be responsible for coordination of station supplies to make sure that needed supplies are appropriate, obtained, and within the budget for each station. Station and apparatus maintenance will also be the responsibility of the Battalion Captain. They will assure that needed maintenance is scheduled and completed. Handling these areas will relieve the Administrative Assistant Chief of these duties allowing him to spend more time on management level work.

Fill in for Battalion Chief during his absence- by working with the Battalion Chief on a daily basis, the Battalion Captain will be able to fill in during his absence and maintain continuity among the shift. This will also assist with shift manning by not having to move a company officer up to fill the Battalion Chief vacancy.

Emergency incident duties

Driving Battalion Chief code 3 to scene- as the city continues to grow, getting to the incident is becoming a more difficult task. Negotiating through traffic is only part of the problem. Routing to the call is also increasingly difficult due to the size of the City and on-going road construction projects.

Assisting Battalion Chief with initial set-up of command- the first several minutes commanding an emergency scene are very intense. There are numerous radio transmissions that must be followed as well as getting the plan into action. The Battalion Captain will assist the Battalion Chief with these duties until the command system is in place and running. Currently another Chief Officer either on or off duty responds to assist with these duties. With the installation of the computerized command module, a second person to assist the Battalion Chief is felt to be vital at the onset of the incident.

Filling the role of Incident Safety Officer as directed by the Incident Commander -the role of Incident Safety Officer is imperative to be in accordance with National Fire Protection Association (NFPA) 1500 and 1521, National Fire Academy recommendations, and OSHA 1910.120 on Hazardous Materials incidents. The Battalion Captain will assume this role after helping the Battalion Chief to get the incident command system in place. This will assure that the department has an Incident Safety Officer on scene in a timely manner at all incidents.

Manage/perform cause and origin investigation of fires-the Battalion Captain will perform cause origin investigations at all working fires. This will add continuity to the program, as well as assure that an investigator is on the scene in a timely manner. This change is in accordance with recommendations in the fire master plan performed by a consultant in 1993. Currently the on call investigator has to respond from headquarters or home and is paid overtime on evenings and weekends. The Fire Prevention Investigator will continue to be used on major fires.

EMS and Special Operations Incidents- the Battalion Captains will maintain any assignment pays that they receive prior to being assigned to this position. On emergency medical incidents they can perform a myriad of duties from patient care to an EMS sector officer depending on the size of the incident and manpower availability. The Battalion Chief vehicle will carry basic EMS equipment to be used on incidents where they arrive first on the scene. For Special Operations incidents, the Battalion Captain will perform as a special operations sector officer.

APPENDIX B
TULSA OK. FIRE DEPARTMENT
MANAGEMENT INTERN

Fire district mission statement:

Supervise emergency response and fire prevention activities within the coverage area to prevent and reduce the loss of life and/or property from perils such as fire, natural disaster, medical emergency, and hazardous materials.

Characteristics of the position:

Under direction, is responsible for the execution of specific duties intended to provide the department's emergency response and district fire prevention activities to prevent and reduce the loss of life and property from the perils associated with emergency incidents.

Examples of duties:

Responds to emergency incidents as assigned; directly assists a district fire chief with command and control of emergency incidents; serves as an acting district fire chief; and assists with district pre-fire planning, training, and fire prevention activities.

Function Accountability:

Primary

Emergency response and supervision, District fire prevention activities, District training, Pre-fire planning, District personnel supervision.

Secondary

Physical fitness training, Hydrant inspections

APPENDIX C

TEMPE FIRE DEPARTMENT POLICIES AND PROCEDURES

FIELD INCIDENT TECHNICIAN

Purpose

To define the job expectations and requirements for the person assigned to the position of Field Incident Technician (FIT).

Expectations

The FIT reports directly to a district manager. The FIT also serves as an assistant to the duty Battalion Chief. The position will have a broad range of responsibilities spanning emergency operations and general day-to-day duties.

Emergency Operations

- Assume initial responsibilities of support officer, assume incident safety officer assignments as directed, assume sector responsibilities, or carry out other assigned functions as determined by command.
- Track all aspects of an emergency incident through personnel accountability, drawing, mapping, tactical worksheet, and use of MDT.
- Accompany and support Battalion Chief when he is assigned as Sector Officer.
- Research information at emergency incidents such as floor plans, hazardous materials information, resources, etc. Perform reconnaissance at incidents as directed to confirm apparatus placement and exposures.
- Perform firefighting duties.
- Obtain information needed to complete post incident reviews.
- Drive the command vehicle to emergency incidents allowing the Battalion Chief to begin emergency management activities while en route.
- Liaison with other agencies.
- Operate the command vehicle video camera.

Routine Duties

Complete daily check and maintenance of command vehicle and related equipment.

- Assist in scheduling and coordinating training , post-incident reviews, classes, meetings, public relations appearances, etc.
- Manage daily scheduling, constant staffing, special event staffing, vacation scheduling and record keeping for assigned shift.
- Perform other staff support duties as directed by the district manager.

Qualifications

- Rank of Fire Captain (see job description)
- The FIT must have a good working knowledge of the Policies and Procedures (both city and department).
- Must be competent in or ability to attain competency in computer software applications.

- Once assigned, the FIT will be expected to work in the position for no less than 12 to 24 months, unless released by the district manager.

APPENDIX D

GLENDALE FIRE DEPARTMENT

INCIDENT SAFETY OFFICER (ISO)

Job Summary

Performs emergency scene Incident Safety Officer (ISO) functions. The ISO is also a member of the department Safety Division team, performs a variety of assignments under the direction of the Operations Chief and safety Officer, and is responsible for time-tracking for their respective shift.

Essential Functions

- Emergency scene safety duties at fire, emergency medical, hazardous materials and other related emergency incidents.
- Perform research, analyze findings, prepare administrative and write technical reports (critiques, vehicular accident, etc.).
- Researches, develops, and implements safety programs (forms, procedures, etc.).
- Conducts personnel protective equipment and fire station safety inspections.
- Member of the Safety Committee (off duty time required).
- Regular training and program development meetings (off duty time required).
- Acts out of class in the position of an emergency responder.
- Maintains daily shift roster, performs overtime callbacks, flagging, and related overtime logistical functions.
- Perform vehicular and equipment maintenance.

Secondary Functions

- Perform related duties and responsibilities as required.

Knowledge, Skills and Abilities

- Principles, practices, and procedures of modern fire fighting tactics and strategy.
- Extrication and the use of extrication tools.
- First Responder hazardous materials and decontamination procedures.
- Swift water, confined space, and trench rescue techniques.
- Emergency Medical Technician, Basic life support, and paramedic support functions.
- Computerized data entry and retrieval systems.
- Department policies, rules, and instruction for fire fighting and rescue activities.
- Geographic layout of the city of Glendale and automatic response areas, street names, locations, and numbers, and the location of hydrants.

Ability to

- Communicate effectively verbally and in writing.
- Act independently and make independent judgments regarding safety of life issues.
- Analyze emergency situations quickly and correctly and take effective course of action.

- Train employees effectively.
- Investigate Glendale Fire Department vehicular accidents and fire fighter injuries.
- Operate computerized data information systems (MDT).
- Deal effectively with people in stressful conditions.
- Perform detailed work.
- Maintain confidentiality in personnel issues.
- Communicate with all levels within the organizations.
- Possess excellent inter-personnel skills.
- Excellent time management skill and organizational skills.
- Highly motivated and able to adapt to changing priorities.
- Working knowledge of personal computer work processors.
- Demonstrate physical endurance, agility, strength, and stamina, under emergency conditions.

Minimum Requirements

- Rank: Fire Captain or Chief Officer.
- Has completed the NFA 16-hour Incident Safety Officer course prior to assignment or acting out of class in the position.
- Valid Arizona drivers license.
- Probationary status: Captains who have satisfactory completed probation will be consideration for the position before captains currently on probation. However, probationary Captains are not precluded from filling the ISO to fulfill departmental need., Captains on probation may apply for an ISO opening of the filling date for assignment is after their completion of probation.

Selection Process

- Selection process will be determined by fire administrative staff
- Resume is preferred

To be considered for an ISO position, a Captain shall have participated in the ISO selection process and achieve a minimum oral test score of 75%. Captains achieving this score will be placed on an eligibility list.

Vacancies shall be fill utilizing the following considerations

- Opening on shift
- Employee development
- Captain with no prior assignment to ISO position
- Request across shift
- Captains with previous assignment as an ISO

If no first time applicants apply for an ISO vacancy, the Operations Chief and Safety Officer shall determine which captain shall be assigned to the vacancy. It shall be the Operations Chief discretion if bids across shifts shall be permitted. Captains who have had a previous ISO assignment may apply for an opening. Operations Chief shall maintain records regarding ISO assignment dates.

Notification of ISO selection process

A written notification of a selection process for an ISO vacancy shall be distributed by the Safety Officer or designee and posted in the communication log a minimum of seven days prior to the closing date. Interested applicants shall submit letters of interest to the Operations Chief and Safety Officer via E-mail.

Length of service

Two year minimum commitment with an option of extending to a third year with the approval of the Operations Chief, Safety Officer, and input from the Emergency Responders.

College course work and training that will factor into the selection

- FSC 204 Fire Fighting Tactics and Strategy
- FSC 205 Command Strategies of Major Emergencies
- FSC 206 Building construction and Fire Fighter Safety
- GSC 131 Introduction to Urban Technical Rescue or TRT technician
- FSC 211 Fundamentals of Flammable Hazardous Materials or HAZMAT technician
- College course work and training
- GSC 212 Dangerous and Explosive Hazardous Materials or HAZMAT technician

General information

- ISO reports directly to the on-duty Emergency Responder. The Operations Chief shall complete performance appraisal with input from the Emergency Responders and Safety Officer.
- Participate in annual physical fitness assessment.
- Good uniform appearance
- Failure to successfully complete any safety related training program might result in the dismissal from the position of ISO.
- More than one unexcused absence from a Safety Committee meeting in a calendar year may result in the dismissal from the position of ISO.

APPENDIX E

PEORIA FIRE DEPARTMENT

BC BATTALION SUPPORT OFFICER

To define the job responsibilities and requirements for the person assigned to the position of Battalion support Officer:

Emergency Operations

- Provide continuity for shift operations
- Drive the command vehicle to emergency scenes so the Battalion Chief can begin emergency management activities while enroute
- Accompany and support Battalion Chief when he is assigned as Sector Officer
- Serve as a liaison with police department on scenes.
- Complete reconnaissance work for Command
- Provide staff support to the Incident Commander
- Assume Incident Commander's role and functions
- Serve as the Safety Officer
- Function as an Accountability Officer
- Operate as a Staging Officer
- Provide direction for Occupant Services sectors
- Prepare and operate landing zones for helicopters
- Initiate setup and function as Transportation sector
- Serve as an Emergency Scene Public Information Officer
- Operate tactical radio channel
- Operate MDT for communication, building information, hazardous materials information, etc.
- Assist in tracking all aspects of an emergency incident by drawing, mapping, record keeping and use of MDT
- Assist in researching information at emergency scenes such as floor plans, hazardous materials information, resources, etc.
- Use gas monitoring tools and heat seeking devices
- Assist in gathering information needed to complete incident evaluations
- Conduct evaluations and reviews of Emergency Incident Activity

Administrative/Routine

- Provide support for Fire Accreditation Program
- Provide support for Insurance Services Office Rating Program
- Provide Battalion Chief with staff support in routine duties such as constant manning, daily scheduling, tracking performance appraisals, typing, record keeping, filing, etc.
- Maintain Exception reports to the Fire Chief
- Act as a Quality Advisor for teams
- Quality Assurance evaluations of required reports

- Manage CAD pending reports
- Completed daily inventory
- Manage station's supply requests
- Complete daily check and maintenance on Battalion Chief/Command vehicle and related equipment
- Coordinate maintenance of Battalion Chief/Command vehicle and equipment
- Be a liaison to the fill in Battalion Chief during the Battalion Chief's absence
- Perform other staff support duties as directed by the Battalion Chief
- Photograph incidents and other activities
- Coordinate Apparatus maintenance program for vehicles
- Coordinate Building and Grounds maintenance program for stations
- Coordinate Hydrant inspection activity with companies
- Coordinate Building inspection activity with companies
- Coordinate Brush abatement survey activity with companies
- Coordinate Hose testing activity of companies
- Assist in organizing and executing drills, critiques, pre-planning, classes, etc.
- Organize crew meetings
- Assist with community involvement projects at stations

Department training

- Schedule and coordinate department training for companies
- Act as team leader for developing training topics
- Coordinate use of buildings for company drills
- Coordinate and schedule Battalion level building preplans and familiarizations
- Participate in physical training

Requirements

- Must be an experienced member with at least two years as a Captain on the Peoria Fire Department
- Must have good working knowledge of the Policies and Procedures
- Demonstrated staff/administrative skill, (i.e. prior staff assignment)
- Equal to AA degree preferred

APPENDIX F

PHOENIX FIRE DEPARTMENT

FIELD INCIDENT TECHNICIAN

Introduction

The Field Incident Technician (FIT) job description is designed to provide guidelines and a description of the duties and responsibilities required to occupy the position of Field Incident Technician within the Phoenix Fire Department.

General Roles and Responsibilities

The Field Incident Technician is a position that requires interaction with the Battalion Chief in accomplishing battalion level duties. The Field Incident Technician will assist the Battalion Chief with routine station and apparatus inspections, distributing necessary forms, reports and other information to companies within the District, evaluating fire companies during Minimum Company Standards, preparing critique packets and any other project that may be assigned by the Field Incident Technician's Battalion Chief. During weekends and holidays, the Field Incident Technician will be responsible for preparing the roll call for the District (PAR), and completion of all necessary forms/reports to be forwarded to Payroll on the following Monday.

Field Incident Technicians assigned to Battalion one will have additional duties. FITs assigned to Battalion one will be required to arrive at work earlier to assist the Battalion Chief in setting the Staffing Status Board for the shift day. They will use the Battalion's computer to assemble the Constant Manning list of the day and must become adept at setting up and operating the Command Vehicle (VC-1) and all of its auxiliary equipment.

The Field Incident Technician must be thoroughly familiar with Phoenix Fire Department Volume II, as this will be used in assisting the Battalion Chief with command of emergency incidents. Field Incident Technicians are required to operate and maintain all camera and video equipment carried on the Battalion Vehicle. The Field Incident Technician must attend all Quarterly Company Training and must be aware of any new fireground or emergency scene changes or policies, as this information will assist the Battalion Chief in establishing Command and managing the incident.

The Field Incident Technician must refrain from discussing any confidential matters concerning any employees. A breach of this confidence can be detrimental to a FIT's ability to continue to operate in the position and compromises his/her relationship with the Battalion Chief.

I. Command Vehicle Equipment Duties

- Upgrade accountability passport
- Change out turnout gear
- Check SCBA air supply and operation
- Check with off-going FIT for any vehicular or equipment problems
- Check all battery powered equipment, including:
 - Radios VHF and UHF

- Gas detector
- CO meter
- Cameras film
- Video camera, batteries and tape
- Cellular phone
- Check MDT for proper operation/sign on
- Check worksheet supplies, including:
 - Tactical worksheet
 - Medical incident worksheet
 - Fire control evaluation
 - EMS incident evaluation
- Check, update and maintain various mapbooks
- Check and restock supplies on Command Vehicle, including:
 - Fireline and hazardous tape
 - Firefighting gloves
 - Nomex hoods
 - Flashlights
 - Industrial packets and accident reports
 - Inventory forms for apparatus and equipment stickers
 - Unit inventory stickers
- Clean and maintain Battalion Command Vehicle

II Battalion Office duties

- Check Battalion activity calendar for the following:
 - Meetings
 - Critiques
 - Drills
 - Inspections (stations/apparatus)
 - Any battalion apparatus going out of service
- Check for any pending reports using CAD terminal and contact companies when reports need to be entered
- Notify Battalion companies of any scheduled or unscheduled activities or training for the day
- Assemble all equipment for day's activities (stop watches, forms, slide projector, VCR/TV, etc)
- Check forms inventory and order when necessary
- Update all Battalion volumes in Battalion library
- Send in exception reports via CAD when necessary before 0700 on the off going morning
- Be thoroughly familiar with completion of all PFD forms
- Assist Battalion Chief with any special projects, preparation of critiques, revision of any procedures and any other special training necessary in the Battalion
- Assist Battalion Chief with distributing and coordinating any new or necessary information or paperwork the Battalion Companies. Assist Battalion Chief with any

necessary move-ups, transportation arrangement for meeting, manning problems, equipment needed, apparatus problems, etc., for Battalion Chief

- Assist in completion of Fire, EMS, and Hazardous Materials Evaluation forms when necessary
- On weekends and holidays:
 - Check vacation log for any full or partial shift leaves
 - Call battalion 1 at 0800 for Battalion personnel roster
 - Complete roll call status sheet and personnel assignment report
 - Make two copies of roll call (for office and command vehicle)
- Check Battalion phone recorder for any messages
- Be familiar with all PFD volumes (especially volume II) and any new or updated procedures
- Maintain slide and video tape file each Quarter, for District's Quarterly Reports
- Maintain critique packets and insure that they are stored properly

Emergency Scene Duties

- Know and adhere to Phoenix Fire Department Code 3 driving procedures
- Be familiar with first due area or ask Battalion Chief for rerouting assistance
- Position Command Vehicle at emergency scene that gives the Battalion the best and safest view of the scene without obstructing assistance
- Maintain awareness of staged companies, responding companies, additional resources which may be needed and assigned companies
- Initiate and maintain tactical worksheets and EMS worksheets when necessary or requested
- Assist Battalion Chief with radio and MDT communications
- Perform reconnaissance and give progress report to command or assigned sector
- Assist Battalion Chief with sector duties when assigned
- Gather information and complete Fire, EMS, and Hazardous Incident Evaluations under the direction of the Battalion Chief
- Gather information as needed for critique purposes, during and following major incidents
- Video tape or photograph incidents and activities when time is available to do so
- Operate CO meters on all fire and other necessary calls
- Be knowledgeable of all Section, Branch, Sector and Accountability duties that may be necessary and used in emergency situations. Be capable of serving as Accountability Officer in initial stages of incident if necessary
- Assist Battalion Chief in maintaining all Phoenix Fire Department Safety policies and procedures
- Perform firefighting and EMS duties as require
- Assist with Personal Accountability report when necessary

APPENDIX G

**NATIONAL FIRE ACADEMY SURVEY
BATTALION CAPTAINS POSITION STUDY**

- 1. What are the primary responsibilities as a Battalion Captain?**

- 2. As a member of the command team what are the responsibilities of the Battalion Captain?**

- 3. How would the Battalion Captain be used to increase safety on scene?**

- 4. What administrative duties can the Battalion Captain do to assist in shift operations?**

- 5. Should the Battalion Captain fill the position of Shift Commander in the absence of the Battalion Chief?**

- 6. What should the Battalion Captains role be involving shift training?**

APPENDIX H

PERSONNEL INTERVIEWED

- 1) Tom Carlson – Currently a Battalion Chief – Previously a Battalion Captain
- 2) Dick McBlane – Currently a Battalion Chief – Previously a Battalion Captain
- 3) Kevin Ward – Currently a Battalion Chief – Previously a Battalion Captain
- 4) Reid Rush – Currently a Battalion Chief – Previously a Battalion Captain
- 5) Jeff Clark – Currently a Battalion Chief – Previously a Battalion Captain
- 6) Paul Nies – Currently an EMS Specialist – Previously a Battalion Captain
- 7) Scott Wall – Currently a Training Captain – Previously a Battalion Captain
- 8) Dan Couch – Currently a Battalion Captain
- 9) Roger Vigil – Currently a Battalion Captain
- 10) Paul Sullivan – Currently a Battalion Captain
- 11) Bill Evens – Currently a Battalion Chief / Shift Commander
- 12) Kevin Baily – Currently a Battalion Chief / Shift Commander

APPENDIX I

CITY OF CHANDLER

FIRE DEPARTMENT

BATTALION CAPTAIN JOB DESCRIPTION

Introduction

The Battalion Captain job description is designed to provide guidelines and a description of the duties and responsibilities required to occupy the position of Battalion Captain with the Chandler Fire Department.

General Roles and Responsibilities

The Battalion Captain is a position that requires interaction with the Battalion Chief in accomplishing battalion level duties. The Battalion Captain will assist the Battalion Chief with routine station and apparatus inspections, distributing necessary forms, reports and other information to companies within the District, evaluating fire companies during Minimum Company Standards, preparing critique packets and other projects that may be assigned by the Battalion Captain's Battalion Chief. During weekends and holidays, the Battalion Captain will be responsible for preparing the roll call for the District (PAR), and completion of all necessary forms/reports to be forwarded to Payroll on the following Monday.

Battalion Captains assigned to Battalion one will have additional duties. The assignment to Battalion one will be required to arrive at work earlier to assist the Battalion Chief in setting the Staffing Status Board for the shift day. They will use the Battalions computer to assemble the Constant Manning list of the day and must become adept at setting up and operating the Command Vehicle (VC-1) and all of it's auxiliary equipment.

The Battalion Captain must be thoroughly familiar with Phoenix regional fire Department Volume II, as this will be used in assisting the Battalion Chief with command of emergency incidents. The Battalion Captain must attend all Quarterly Company Training and must be a aware of any new fireground or emergency scene changes or policies, as this information will assist the Battalion Chief in establishing Command and managing the incident.

The Battalion Captain must refrain from discussing any confidential matters concerning any employees. A breach of this confidence can be detrimental to a Battalion Captain's ability to continue to operate in the position and compromises his/her relationship with the Battalion Chief.

II. Ancillary duties

- Upgrade accountability passport
- Change out turnout gear
- Check SCBA air supply and operation
- Check with off-going Battalion Captain for any vehicular or equipment problems
- Check all batter powered equipment, including:
 - Radios VHF and UHF

- Gas detector
- CO meter
- Camera film
- Video camera, batteries and tape
- Cellular phone
- Check MDT for proper operation/sign on
- Check worksheet supplies, including:
 - Tactical worksheet
 - Medical incident worksheet
 - Fire control evaluation
 - EMS incident evaluation
- Check, update and maintain various map books
- Check and restock supplies on Command Vehicle, including:
 - Fireline and hazardous tape
 - Firefighting gloves
 - Nomex hoods
 - Flashlights
 - Industrial packets and accident reports
 - Inventory forms for apparatus and equipment stickers
 - Unit inventory stickers
- Clean and maintain Battalion Command Vehicle

II Administrative

- Check Battalion activity calendar for the following:
 - Meetings
 - Critiques
 - Drills
 - Inspections (stations/apparatus)
 - Any battalion apparatus going out of service
- Check for any pending reports using CAD terminal and contact companies when reports need to be entered
- Notify Battalion companies of any scheduled or unscheduled activities or training for the day
- Assemble all equipment for day's activities (stop watches, forms, slide projector, VCR/TV, etc)
- Check forms inventory and order when necessary
- Update all Battalion volumes in Battalion library
- Send in exception reports via CAD when necessary before 0800 on the off going morning
- Be thoroughly familiar with completion of all CFD forms
- Assist Battalion Chief with any special projects, preparation of critiques, revision of any procedures and any other special training necessary in the Battalion
- Assist Battalion Chief with distributing and coordinating any new or necessary information or paperwork the Battalion Companies. Assist Battalion Chief with any

necessary move-ups, transportation arrangement for meeting, manning problems, equipment needed, apparatus problems, etc., for Battalion Chief

- Assist in completion of Fire, EMS, and Hazardous Materials Evaluation forms when necessary
- On weekends and holidays:
 - Check vacation log for any full or partial shift leaves
 - Complete roll call status sheet and personnel assignment report
 - Make two copies of roll call (for office and command vehicle)
- Check Battalion phone recorder for any messages
- Be familiar with all CFD volumes (especially volume II) and any new or updated procedures
- Maintain slide and video tape file each Quarter, for District's Quarterly Reports
- Maintain critique packets and insure that they are stored properly

Emergency Scene Duties

- Know and adhere to Chandler's Fire Department Code 3 driving procedures
- Be familiar with first due area or ask Battalion Chief for rerouting assistance
- Position Command Vehicle at emergency scene that gives the Battalion the best and safest view of the scene without obstructing assistance
- Maintain awareness of staged companies, responding companies, additional resources which may be needed and assigned companies
- Initiate and maintain tactical worksheets and EMS worksheets when necessary or requested
- Assist Battalion Chief with radio and MDT communications
- Perform reconnaissance and give progress report to command or assigned sector
- Assist Battalion Chief with sector duties when assigned
- Gather information and complete Fire, EMS, and Hazardous Incident Evaluations under the direction of the Battalion Chief
- Gather information as needed for critique purposes, during and following major incidents
- Video tape or photograph incidents and activities when time is available to do so
- Operate CO meters on all fire and other necessary calls
- Be knowledgeable of all Section, Branch, Sector and Accountability duties that may be necessary and used in emergency situations. Be capable of serving as Accountability Officer in initial stages of incident if necessary
- Assist Battalion Chief in maintaining all Chandler Fire Department Safety policies and procedures
- Perform firefighting and EMS duties as require
- Assist with Personal Accountability report when necessary